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Campaigning on the Issues

PUBLIC RELATIONS JOURNAL

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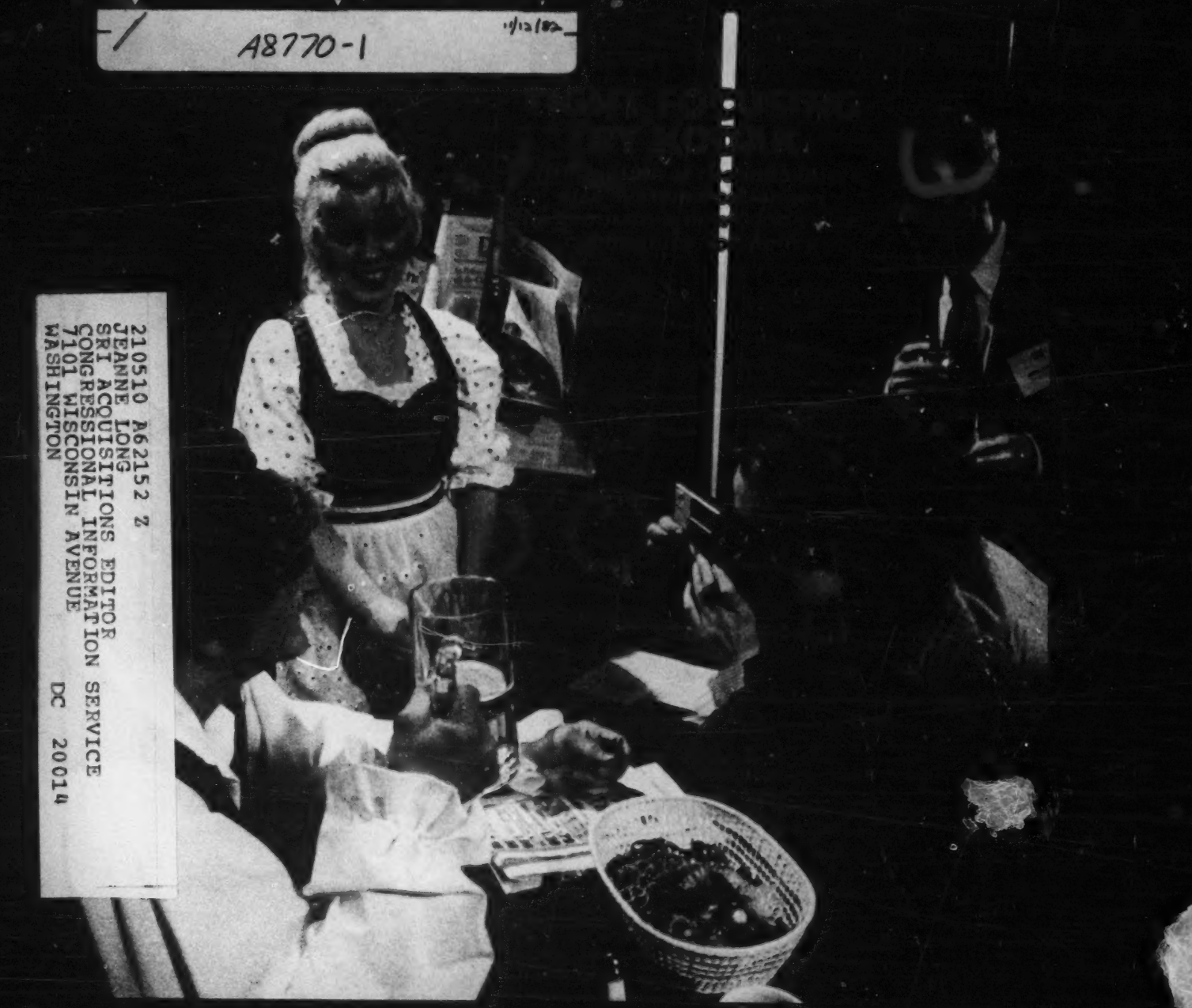

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JEANNE LONG
SRI ACQUISITIONS EDITOR
CONGRESSIONAL INFORMATION SERVICE
7101 WISCONSIN AVENUE
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The Cost of Corporate Advertising

November 1982 Vol. 38 No.11

PUBLIC RELATIONS JOURNAL

The Public Relations Society of America (PRSA) is an individual-membership professional society of 11,000 public relations practitioners. Its major services to members include programs of Professional Development and Accreditation, an Information Center, publications, tracking of issues of national concern, and promotion of ethical practice through adherence to PRSA's "Code of Professional Standards." PRSA's mission is, "To establish professional and ethical standards in the practice of public relations by uniting and representing those engaged in its pursuit and by gaining acceptance for the profession."

PRSA Public Relations Society of America

EDITOR
Leo J. Northart

MANAGING EDITOR
Peg Dardenne

ASSISTANT EDITOR
Janet Dyer

GRAPHICS DIRECTOR
Susan Yip

TYPOGRAPHER
Alan J. Farb

SUBSCRIPTIONS
Lisa Brown
212-826-1750

ADVERTISING SALES
Harry R. Jeter, Director
845 Third Avenue
New York, NY 10022
212-826-1766

Annette Moore, Classified
212-826-1750

ABC

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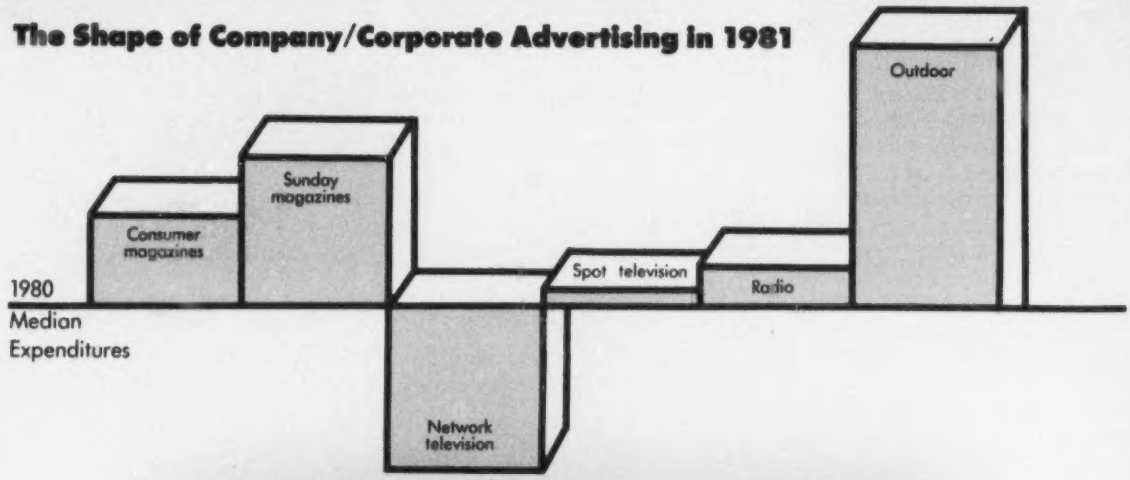

CORPORATE ADVERTISING

PRJ's 11th Annual Survey of Expenditures and Trends

Peg Dardenne

TRADE associations last year beefed up corporate advertising spending by 15 percent over 1980, while company expenditures remained virtually the same, according to *PRJ*'s 11th annual survey of corporate expenditures.

Although aggregate 1981 company outlays for six media—consumer magazines, network television, spot TV, radio, Sunday supplements and outdoor advertising—actually fell off a negligible 1.6 percent, it was the first decrease in total company corporate expenditures since the 1975 survey [*see Table 1, page 36*].

Company cutbacks took place in only one media category—network TV—which was down nearly 26 percent in 1981 after steady gains since 1975.

Outdoor advertising, after several years of decreases or modest increases, got the biggest gain in company dollars of the six media, up 41 percent in 1981. Associations, which pared outdoor spending by 8 percent in 1980, also returned to this medium and upped expenditures in 1981 by close to 18 percent.

Journal figures for 1975-81 show that the media companies consistently have favored for their corporate advertising are, in descending order: consumer magazines (up 14 percent in 1981); network TV; and spot TV (up some 3 percent). Consumer magazines, including such business publications as *Business Week*, *Fortune*, *Forbes* and *Dun's Review*, cornered 59 percent of total company corporate expenditures in 1981. And although companies shrunk network spending last year, that medium is still number two, with 28 percent of total company corporate dollars for 1981.

Associations relied heavily on the same three media, but in the reverse order: spot TV (up nearly 33 percent and clearly in the lead with 52 percent of total association corporate ad outlays); network TV (which received a modest 3 percent increase); and consumer magazines, down 4 percent in 1981.

Table 2 gives company and association expenditures for January-June 1982.

Data for the *Journal*'s annual survey are compiled exclusively for the *Journal* by Leading National Advertisers (New York). Data are collected from Publishers Information Bureau (magazines and supplements), Broadcast Advertising Reports, and the Institute of Outdoor Advertising. Outdoor expenditures represent national poster and paint advertising in plant operator markets of over 100,000 population. Spot TV expenditures are determined by monitoring 260 stations in 75 top markets.

Since figures are for one-time rates and do not take discounts into consideration, they are higher than actual expenditures. It also must be considered that often it is difficult to determine accurately which advertisements are corporate.

The top ten

Top 10 company corporate advertisers spent a total of some $151 million in six media in 1981, 11.5 percent more than in 1980 [*Table 3*].

Radio, with a total of $5.9 million, received the largest single-category increase over 1980—nearly 734 percent. Consumer magazines and spot TV also got significant increases—49.9 percent and 51.7 percent respectively. On the other hand, expenditures in 1981 for Sunday magazines were down some 55 percent, and outdoor was down nearly

58 percent among the top 10 company corporate advertisers.

American Telephone & Telegraph Co. was the top company spender in 1981, a position it also held in 1980. General Motors Corp. Dealers Association leads 1981 trade association spenders, and has since 1977 [*Table 4*].

Tables 5 and 6 list the top ten company and association spenders for January-June 1982.

How effective is it?

While companies and associations both continue to pump more dollars into budgets for corporate advertising, many questions are being raised about its effectiveness. Critics and proponents alike contend corporate advertising suffers from poorly defined strategy, objectives and audience.

Writing in *Advertising Age* [*"A Stepsister to Consumer," July 6, 1981*], Walter P. Margulies, chairman, Lippincott & Margulies, New York, said that much of the confusion surrounding corporate advertising can be traced to the highest management levels: "No . . . apparatus exists beyond the chief executive officer to support the communicative efforts of the corporation itself. . . . Neither the advertising manager nor the public relations director can make the crucial decisions as to what a corporation is, where it would like to go, and how it plans to get there." Thus, Mr. Margulies said, much of corporate advertising "is off the mark—unplanned, unfocused, unproductive, sporadic, limited."

David Ogilvy, a member of the board of directors of Ogilvy & Mather, New York, shares Mr. Margulies' concern about this "slapdash" approach to corporate advertising. Mr. Ogilvy wrote in *Viewpoint*, an O&M publication, that corporate advertising is here to stay, but most of it is a "flop." Here's why: failure to define its purpose; failure to measure the results; little is known about what works—marketing departments and their agencies excel in brand advertising, but are amateurs when it comes to corporate advertising. Most of it, he added, is "humbug" that insults the intelligence of the public: "We are living in an age of honesty and candor. I long to see a company describe itself as 'the company that makes money.'"

Business makes the same mistake when it uses corporate advertising to attract the investment community, according to Financial Communications Strategy Center (Wilmette, Illinois) Chairman Terry Haller. Writing in *Advertising Age* [*"Corporate Ads Doomed," January 25, 1982*], Mr. Haller showed his disdain for current efforts: "Most of these ads have the intellectual content of baby talk." Talking down to the investment community, he continued, doesn't help the fact that "no corporate ad has ever been scientifically test marketed to register its impact on stock price." What corporate advertising needs is an analytical, businesslike approach that builds confidence among investors, and that, he maintained, takes more than bragging about finances—"It takes hard thought and a planned strategy for pumping up the muscles in the corporate anatomy, for differentiating it from the competition. . . ."

Thomas F. Garbett, senior vice president and management supervisor, Doyle Dane Bernbach, Inc., New York, thinks corporate advertising, if properly handled, can help stock prices: "Advertising cannot drive up the price of a reasonably priced stock and, indeed, doing so might not be entirely legal; it can, however, work to ensure that a company's shares are not overlooked or undervalued."

Mr. Garbett's comments appeared in *Harvard Business Review* [*"When to Advertise Your Company," March-April 1982*], in which he also said that "under the right conditions" corporate advertising can not only aid stock prices but boost sales, hold employees, recruit professionals, and get people to understand your company.

Garbett survey

Mr. Garbett, a widely recognized authority on corporate advertising, has conducted two surveys on corporate advertising expenditures among the *Fortune* 750 companies. The first, "The Corporate Advertising Study," collected 1979 data; "Wave II," released in April 1982, gives corporate ad expenditures for 1980. Response rate was 44 percent for the first survey; 39 percent for Wave II.

Both studies were intended to round out Leading National Advertisers' figures, to date the most complete collection of data on yearly corporate advertising expenditures. LNA's figures, however, do not include newspaper advertising, or costs for production and collateral materials. Yet, despite limitations, LNA figures do provide a relative baseline from which to track annual expenditures and determine spending trends.

Results show that in 1980, 51 percent of *Fortune* 500 industrials (14 industry categories) used corporate advertising, 2 percent more than in 1979. Industrial corporate advertisers, however, increased their spending for such advertising in 1980 by 23 percent over 1979, to $492.6 million from $400.9 million, according to Mr. Garbett's surveys. Corporate advertising's share of total advertising expenditures for industrial corporate advertisers was 6 percent in 1980 and 5 percent in 1979.

Fifty-four percent of *Fortune* 250 non-industrials (five industry categories) used corporate advertising in 1980, an increase of 6 percent over 1979. Corporate advertisers among the non-industrials also increased their corporate advertising expenditures over 1979 by 22 percent, to $201.2 million from $165.4 million. Mr. Garbett claims his 1980 corporate advertising expenditure figures for industrials are 69 percent higher, and for non-industrials, 328 percent higher, than totals reported by LNA.

Industrial companies are more likely to use corporate advertising than are consumer product companies, Mr. Garbett maintains. For instance, his surveys show that in 1980, 71 percent of the aerospace industry conducted corporate advertising campaigns, compared with 39 percent of the food industry. In an article in *ad forum* [*"Marketing's Link to Corporate Ads," February 1982*], Mr. Garbett explains: "Marketing- and advertising-intensive companies usually are managed by executives whose careers have taken them through the marketing hierarchy, which has shaped their view of advertising. They look at it as a sales tool, relating its expenditures, objectives and productivity to the sale of products. The concept of advertising's relationship to anything as tenuous as corporate image, improved employee relations, successful recruitment, stock fluidity and the like, seems just too soft to warrant advertising expenditures."

Creating understanding

One of the most important things corporate advertising can do, Mr. Garbett wrote in *Harvard Business Review*, is to help create understanding among em-

[*Continued on page 47*]

Table 1: Six-Media Advertising Expenditures, 1975-1981

Company Advertising (in $ thousands)

	1975	1976	Percent Change	1977	Percent Change	1978	Percent Change	1979	Percent Change	1980	Percent Change	1981	Percent Change
Consumer magazines	$88,961.0	$115,750.4	30.1%	$133,362.6	15.2%	$155,025.4	16.2%	$197,641.5	(27.5%)	$217,869.7	10.2%	$249,152.0	14.3%
Sunday magazines	735.7	6,256.7	750.4%	5,750.6	(8.1%)	3,908.7	(32.0%)	6,152.5	57.4%	4,310.3	(30.0%)	5,264.1	22.1%
Network television	72,485.1	104,971.7	44.8%	125,157.8	19.2%	138,214.0	10.4%	152,551.3	10.4%	159,947.3	5.0%	118,794.7	(25.7%)
Spot television	46,337.4	63,697.9	37.5%	61,420.4	(3.6%)	31,903.3	(48.1%)	31,366.7	(1.7%)	39,260.1	25.1%	40,395.2	2.9%
Radio	900.5	1,236.6	37.3%	2,897.5	134.3%	1,210.9	(58.2%)	5,700.0	370.7%	7,409.7	30.0%	7,866.4	6.2%
Outdoor	710.9	811.6	14.2%	679.1	(16.3%)	454.0	(33.1%)	452.8	(.3%)	470.7	4.0%	665.2	41.3%
Six-media totals	$210,130.6	$292,724.9	39.3%	$329,268.0	12.5%	$330,716.3	0.4%	$393,864.8	19.1%	$429,267.8	9.0%	$422,137.6	(1.6%)

Association Advertising (in $ thousands)

	1975	1976	Percent Change	1977	Percent Change	1978	Percent Change	1979	Percent Change	1980	Percent Change	1981	Percent Change
Consumer magazines	$22,110.4	$ 22,490.9	1.7%	$25,561.3	13.7%	$32,575.8	27.4%	$45,919.5	41.0%	$48,359.6	5.3%	$ 46,222.8	(4.4%)
Sunday magazines	1,579.7	729.0	(53.9%)	1,292.0	77.2%	913.3	(29.3%)	2,396.5	162.4%	2,540.8	6.0%	1,918.4	(24.5%)
Network television	26,320.8	33,763.2	28.3%	36,886.1	9.2%	33,951.6	(7.9%)	33,164.3	(2.3%)	48,941.0	47.6%	50,125.4	2.4%
Spot television	40,474.3	56,427.7	39.4%	75,702.2	34.2%	86,280.1	13.9%	99,240.9	15.0%	89,511.8	(10.0%)	119,014.1	32.9%
Radio	1,740.1	1,171.4	(32.7%)	1,129.9	(3.5%)	1,409.4	24.7%	2,332.5	65.5%	4,996.8	114.2%	6,130.6	22.7%
Outdoor	2,996.6	3,135.3	4.6%	4,514.6	43.9%	4,960.5	9.9%	4,204.9	(15.2%)	3,878.2	(8.0%)	4,566.7	17.7%
Six-media totals	$95,221.9	$117,717.5	23.6%	$145,086.1	23.2%	$160,090.7	10.3%	$187,258.6	17.0%	$198,228.2	6.0%	$227,978.0	15.0%

Table 2: Six-Media Advertising Expenditures, January-June 1982

Company Advertising (in $ thousands)

Consumer magazines	$111,245.9
Sunday magazines	3,066.6
Network television	63,394.8
Spot television	16,550.7
Radio	5,799.5
Outdoor	390.5
Six-media totals	$200,448.0

Association Advertising (in $ thousands)

Consumer magazines	$24,633.3
Sunday magazines	1,505.5
Network television	31,335.7
Spot television	67,974.6
Radio	3,296.6
Outdoor	2,012.4
Six-media totals	$130,758.1

Table 3: Ten Leading Company Advertisers
January-December 1981—In dollar (thousands) rank order

	Six-Media Totals	Consumer Magazines	Sunday Magazines	Network TV	Spot TV	Radio	Outdoor
American Telephone & Telegraph Co.	$ 34,252.3	$15,081.8	—	$17,318.3	$1,847.6	$ 4.6	—
Exxon Corp.	25,060.6	4,055.4	—	20,577.2	357.4	70.6	—
General Motors Corp.	18,651.2	13,838.6	$261.2	4,509.0	24.8	—	$17.6
Shell Oil Co.	11,757.9	5,064.7	5.2	5,924.4	615.3	148.3	—
E.I. Du Pont De Nemours & Co., Inc.	11,532.4	221.4	—	11,308.0	—	—	3.0
Sears Roebuck & Co.	11,262.5	8,884.3	—	1,140.5	713.6	520.1	4.0
Ford Motor Co.	10,553.4	5,700.8	—	4,786.6	66.0	—	—
Phillips Petroleum Co.	10,211.6	2,677.1	—	1,029.4	1,350.1	5,155.0	--
Texaco Inc.	9,582.7	1,737.5	—	7,799.6	45.6	—	—
General Telephone & Electronics Corp.	8,539.8	3,319.3	—	4,713.3	507.2	—	—
Totals	$151,404.4	$60,580.9	$266.4	$79,106.3	$5,527.6	$5,898.6	$24.6

Table 4: Ten Leading Association Advertisers
January-December 1981—In dollar (thousands) rank order

	Six-Media Totals	Consumer Magazines	Sunday Magazines	Network TV	Spot TV	Radio	Outdoor
General Motors Corp. Dealer Associations	$ 24,305.2	$ 7.1	—	—	$24,092.3	—	$ 205.8
American Dairy Association	15,292.9	902.1	$181.5	$ 2,326.0	11,118.9	$384.2	380.2
State of Florida	14,398.2	—	—	13,759.3	638.9	—	—
Nissan Motor Co., Ltd., Dealer Associations	12,921.5	—	—	—	12,692.0	—	229.5
Chrysler Corp. Dealer Associations	9,600.5	—	—	—	9,406.5	—	194.0
Ford Motor Co. Dealer Associations	8,365.7	—	—	—	7,306.6	—	1,059.1
American Gas Association, Inc.	7,790.5	4,509.7	—	2,755.3	519.4	—	6.1
Toyota Motor Co., Ltd. Dealer Associations	7,659.8	—	—	—	7,522.4	—	137.4
Commonwealth of Puerto Rico	7,306.1	6,839.0	188.8	—	—	—	278.3
Blue Cross & Blue Shield Associations	6,415.2	437.1	—	550.2	5,427.9	—	—
Totals	$114,055.6	$12,695.0	$370.3	$19,390.8	$78,724.9	$384.2	$2,490.4

Table 5: Ten Leading Company Advertisers
January-June 1982—In dollar (thousands) rank order

	Six-Media Totals	Consumer Magazines	Sunday Magazines	Network TV	Spot TV	Radio	Outdoor
Ford Motor Co.	$ 15,648.5	$ 9,747.2	—	$ 3,586.9	$ 755.4	$1,549.6	$ 9.4
American Telephone & Telegraph Co.	13,835.3	1,142.9	—	12,090.7	600.6	—	1.1
International Business Machines Corp.	10,534.0	3,217.6	$218.8	6,682.7	414.9	—	—
General Motors Corp.	8,261.3	8,085.3	175.7	—	.1	—	.2
Shell Oil Co.	6,680.1	1,812.2	—	4,863.8	4.0	—	.1
Exxon Corp.	5,348.8	1,041.3	—	4,182.6	78.9	46.0	—
Phillips Petroleum Co.	4,812.8	966.4	—	531.7	924.4	2,390.3	—
Sun Co., Inc.	4,673.7	972.0	59.4	3,397.8	244.5	—	—
GTE Corp.	4,221.5	1,697.1	—	2,112.4	412.0	—	—
Xerox Corp.	4,083.2	3,153.0	—	902.0	28.2	—	—
Totals	**$78,099.2**	**$31,835.0**	**$453.9**	**$38,350.6**	**$3,463.0**	**$3,985.9**	**$10.8**

Table 6: Ten Leading Association Advertisers
January-June 1982—In dollar (thousands) rank order

	Six-Media Totals	Consumer Magazines	Sunday Magazines	Network TV	Spot TV	Radio	Outdoor
General Motors Corp. Dealer Associations	$16,359.2	—	—	—	$16,289.9	—	$ 69.3
State of Florida	10,891.2	357.7	—	$10,322.5	211.0	—	—
Nissan Motor Co., Ltd. Dealer Associations	8,775.0	—	—	—	8,645.3	—	129.7
American Dairy Association	8,120.0	880.1	$68.7	133.2	6,837.8	—	200.2
National Federation of Coffee Growers	5,330.3	909.7	—	3,965.7	454.9	—	—
Ford Motor Co. Dealer Associations	4,259.7	—	—	—	3,852.0	—	407.7
Toyota Motor Co., Ltd. Dealer Associations	3,698.0	—	—	—	3,649.5	—	48.5
Chrysler Corp. Dealer Associations	3,592.4	—	—	—	3,535.1	—	57.3
Blue Cross & Blue Shield Associations	3,339.4	391.5	—	—	2,947.9	—	—
Subaru of America, Inc. Dealer Associations	3,160.1	5.6	—	—	3,154.4	—	.1
Totals	**$67,525.3**	**$2,544.6**	**$68.7**	**$14,421.4**	**$49,577.8**		**$912.8**

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Ethics in Public Relations

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CHANGING LIFESTYLES

Shifting demographics are scrambling America's priorities and serving up new challenges for public relations

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JEANNE LONG
SRI ACQUISITIONS EDITOR
CONGRESSIONAL INFORMATION SERVICE
7101 WISCONSIN AVENUE
WASHINGTON DC 20014

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PRSA Public Relations Society of America

EDITOR
Leo J. Northart

MANAGING EDITOR
Peg Dardenne

ASSISTANT EDITOR
Janet Dyer

GRAPHICS DIRECTOR
Susan Yip

TYPOGRAPHER
Alan J. Farb

SUBSCRIPTIONS
Lisa Brown
212-826-1750

ADVERTISING SALES
Harry R. Jeter, Director
845 Third Avenue
New York, NY 10022
212-826-1766

Annette Moore, Classified
212-826-1750

ABC

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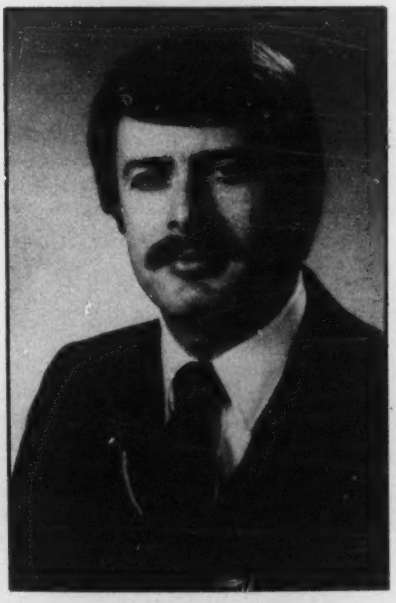
CORPORATE PUBLIC RELATIONS UPDATE

A recent study of public relations executives reveals that the profession is an integral part of management and that practitioners take part in top-level decisions

Matthew M. Miller



THE public relations function has been elevated to a new status within many corporations, thanks mainly to the profession's growing body of knowledge, and to the sociological changes that occurred in the 1970s.

But despite this maturing process that fueled an increasing demand—and supply—for more public relations research, much of what has been written in recent years has centered on what the chief executive officer thinks about the profession, or what media people think about the profession. Is this useful research, or just self-serving pap intended to make us look more important to management and other groups?

I developed a survey for my master's thesis that sought to illustrate how the corporate public relations function changed during the '70s, and to answer what I consider three highly pertinent questions:

- What is the profile of senior public relations executives in America's top corporations?
- How do these executives perceive their roles within their respective management structures?
- Has corporate public relations developed into a part of the management team, or is it a support function of management?

A mail survey sent to the senior public relations executives at the *Fortune* 300 companies generated 170 responses—a 56.7 percent return. I compared the results with pertinent responses from an earlier survey of top public relations executives, including those in the *Fortune* 500 companies. The survey, "The Large Corporate Public Relations Manager: Emerging Professional in a Bureaucracy," was conducted by Dr. Kenneth Henry in the late 1960s. By comparing Dr. Henry's results with those from my survey, I was able to report demographic changes that occurred during the 1970s, and establish a profile of these executives as we entered the 1980s.

Respondents' median age is 50; that figure was 47 in Dr. Henry's survey. Almost 50 percent of the younger public relations executives—those 40 or younger—are female, and seven of the eight respondents under 30 are female.

While the top public relations spot is still male-dominated, 10 percent of respondents occupying that position are female, as opposed to 2 percent in the 1960s.

Most popular terms

What is the most common title of the public relations department in cor-

Salary by Industry Grouping

Industry Category	Median Income
Aerospace, automotive	$69,900
Pharmaceuticals, soaps, cosmetics, apparel	67,400
Electronics, appliances, office equipment, computers	67,400
Petroleum, mining	66,600
Chemicals, rubber, plastics	63,700
Paper, fiber, wood products, leather, textiles, vinyl floorings	62,400
Metal manufacturing, metal products, glass, concrete (abrasives, gypsum)	53,500
Food, tobacco, beverages, entertainment, printing, broadcasting	52,400
Farm/industrial transportation equipment	52,400

Salary by Sex

	Respondents Reporting	
	Male	Female
Under $30,000	2	5
$30,000 to $39,999	13	7
$40,000 to $49,999	20	3
$50,000 to $59,999	29	0
$60,000 to $69,999	18	0
$70,000 to $79,999	18	0
$80,000 to $89,999	8	0
$90,000 to $99,999	8	0
Over 100,000	24	2

Male median: $63,800
Female median: $34,900

porate America? There are those who would have you believe that "public affairs" and "communications" are the most popular terms and that many companies are in the process of adopting them.

This isn't so, at least not in the reporting corporations from the *Fortune* 300. "Public relations" is without question the most common department title, with 50 percent of the respondents listing it as such. A distant second is "communications" (27 percent), followed by "public affairs" (17 percent). There is evidence, however, that some companies are renaming their public relations functions.

One measure of the profession's importance is the title given to the top public relations professional. Dr. Henry's open-ended question about job title generated 61 different answers. His results showed that 19 percent of respondents were vice presidents; 56 percent, directors; and 23 percent, managers. Today, 34 percent are vice presidents; 49 percent, directors; and only 17 percent, managers. While the percentage of practitioners moving into the position of vice president has almost doubled, the titles of director and manager have dwindled—indicating strongly that there has been a progressive upgrading of public relations titles in large corporations.

Salaries examined

Without question, the most interesting part of this survey was the section on salaries. The study revealed the median salary for top corporate public relations executives is $59,300 per year. While it is difficult to establish trends without a regular examination of this select group, with allowances for inflation, a 1978 Public Relations Society of America survey found that only 13 percent of the respondents were over the $50,000 level. My survey shows that 68 percent of top practitioners in *Fortune* 300 companies now earn $50,000 or more.

The top and bottom of the salary range is equally interesting—only 5 percent report salaries under $30,000, while a surprisingly large group (17 percent) make more than $100,000 annually. Moreover, there is wide discrepancy between the salaries of women and men executives: women earn a median of $34,900 per year; the median income for men is $63,800. [*See accompanying sidebar.*]

As might be expected, the survey revealed that the larger the company, the larger the salaries. The median salary for *Fortune* 50 companies is $79,999 and for *Fortune* 20 companies, $89,999.

The segment on salary by industry grouping revealed that public relations executives in the aerospace and automotive industries are the highest paid, with a $69,900 median income. The two groupings at the bottom of the range, with a $52,400 median, were food, tobacco, beverages, enter-

tainment, printing, broadcasting; and farm and industrial transportation equipment.

The median number of employees in *Fortune* 300 public relations departments is 11, compared with nine in the Henry survey. Energy-related industries (petroleum and mining) have the largest public relations departments, with a median of 35 employees. The smallest staffs—a median of four—are reported by the farm and industrial transportation equipment industries.

When figures for staff are compared with the salary figures, there appears to be no close correlation between the number of people supervised and the salary of the top public relations executive, although higher-paid executives do tend to have larger departmental staffs.

As for expenditures, the median public relations department budget in *Fortune* 300 corporations is $1.5 million. While some 35 percent of respondents have budgets under the $1 million mark, the majority, 64 percent, exceed that amount. Almost all respondents report their budgets either remained the same or increased over the previous year. Eleven public relations departments have budgets over the $5 million mark, and six are now over $10 million.

Lines of reporting

A key indicator of the importance placed on the public relations function is its position on the corporate chart. This was determined through two questions: Which department or office do you report to? What is the title of your immediate supervisor?

Only 50 percent of respondents report to the CEO/president's office. Thirty percent report to a vice president's office, and more than 19 percent report to other departments. Moreover, only 41 percent of those who report to the top office say they report directly to the CEO/president, although nearly 80 percent of all respondents "always" have direct access to the top person.

In comparison, the Henry survey found that 48 percent of respondents reported directly to the president or chairman of the board. Why the percentage drop? One theory is that CEOs consider public relations an extremely important function and have delegated the reporting responsibility to someone, *e.g.*, a senior vice president, who can devote substantial time to it.

Participation in Policy Formation

	Percent of Total Response
Always	10.6
Often	35.3
Sometimes	37.1
Seldom	12.4
Never	4.7

Top Management Consults Respondents As Communication Experts

	Percent of Total Response
Always	40.8
Often	36.7
Sometimes	17.8
Seldom	3.0
Never	1.8

How Public Relations As a Management Function Will Fare in the Next Five Years

	Percent of Total Response
Become more involved	69.0
Remain about the same	31.0
Become less involved	0.0

Perceptions of roles

Armed with a demographic profile, I asked the public relations executives a series of questions about how they perceive their jobs.

Dr. Henry reported that the policy-making role of public relations people was limited to that of consultant and, in most cases, was conducted on an informal basis with top management. Practitioners, he found, rarely participated in planning or policy decisions.

Today, however, there is no question that public relations executives are increasingly involved from the very beginning in the decision-making process. A substantial majority (63 percent) say they participate in top management meetings "always" or "often"; nearly 30 percent participate "sometimes."

Participation is directly related to job titles: senior vice presidents are involved "always"; vice presidents, "always" or "often"; directors, "often" or "sometimes"; and managers, "sometimes."

After determining that the public relations executives were indeed involved in top-management meetings, I sought to find out if they had a voice at these meetings regarding the operating policies of the organization. A

majority (57 percent) say that they are "always" or "often" involved in the decision-making function. As with respondents' participation in these meetings, a voice in the decision-making process is directly related to job title.

The executives were asked whether they played a part in the formulation of policy, which, unlike decision making, sets the corporation's tone and its course. The median response—some 37 percent—falls into the "sometimes" category, yet a healthy 46 percent say that they are "always" or "often" involved.

Most respondents (some 77 percent) say their managements "always" or "often" recognize them as communication experts, and only slightly less (nearly 72 percent) say their managements use respondents' skills properly. This indicates practitioners feel their function is accepted and their talents are valued by management.

Is the public relations executive the exclusive company spokesman? In the 1960s, 57 percent of Mr. Henry's respondents said they were. Less than half (47 percent) of executives I surveyed claim to be the official company source of information. Others most commonly serving as company spokesmen include the chairman, CEO, president, and other top officers of the company.

Apparently more executives are now talking for the company. To conclude that this is a move to improve external relations by "humanizing" management in the public's eye would be premature. It does, however, suggest more management recognition, or perhaps public relations recognition, of the need to make executives more conscious of the public.

When asked whether they perceive themselves as playing an active or a supporting role in the management function, almost 60 percent of public relations executives surveyed answered, "active." This response is consistent with their earlier claims of involvement in decision making and policy setting.

Growing corporate standing

Close to 80 percent of respondents feel public relations has become more important to management during the past five years. Moreover, nearly 70 percent think public relations' involvement in the management process will continue to grow during the next five years. While about 30 percent speculate that involvement will remain the same, no respondents see a decline in the profession's corporate standing.

Dr. Henry's work in 1969 indicated that the status of corporate public relations people was, in effect, that of high-paid minions of the corporate hierarchy who specialized in dealing with the media and handling communication functions. The events of the 1970s apparently have changed the status of these corporate public relations people; if salaries, budgets and size of departments alone are measurements, this function has indeed been growing.

Corporate public relations is now an integral part of management in most of our largest corporations. The public relations executive is more involved in the management process today than ever before—and that participation is expected to increase. ■

Mr. Miller is supervisor of publications, General Tire & Rubber Company, Akron, Ohio.

WOMEN IN CORPORATE PUBLIC RELATIONS: WHERE DO THEY STAND?

Women practitioners are much younger than their male counterparts, according to Mr. Miller's survey of *Fortune* 300 public relations executives. Almost 77 percent of women respondents are under the age of 40, only three are over 40, and all are under 50, the median age for all practitioners surveyed. In addition, the five youngest respondents are female.

The median annual income for female respondents is $28,900 less than for men. Only two women report salaries over $100,000.

Possible explanations for this salary discrepancy: according to the research, females surveyed were named to their present jobs more recently, have been at their present companies for fewer years, and have had less public relations experience than male respondents.

All but one of the women surveyed are college graduates, and a majority (53 percent) have earned advanced degrees.

Only 18 percent of the female respondents report directly to the CEO/president (compared with 50 percent for the entire survey), and almost half of them (47 percent) report to a vice president. This is to be expected since a majority of the women surveyed hold the title of manager. Yet two of the three women who are vice presidents do not report to the CEO—they both answer to a senior vice president.

And while nearly 80 percent of all survey respondents say they "always" have direct access to the CEO, only 47 percent of the females do.

Almost 59 percent of the females say their jobs are to support the management function, while 61 percent of males claim to be an active part of management. Only about 34 percent of the men list themselves as serving a support function. And while close to 65 percent of men surveyed "always" or "often" participate in top-management meetings, only 41 percent of the women do so. The gap narrows, however, when it comes to participation in the formulation of policy—47 percent of the women and nearly 46 percent of the men say they are involved "always" or "often."

Despite the modest gains made by women practitioners in the corporate world (10 percent of *Fortune* 300 public relations executives are women, compared with 2 percent in the late 1960s), there is a marked discrepancy in status between men and women public relations executives. According to the research, women are paid less despite more education, do not report to the top executive of the company, and usually are not invited to top management meetings. Females are more protective of their positions on the corporate ladder and are generally not as optimistic about the future of their function as the males. ■

NOTE

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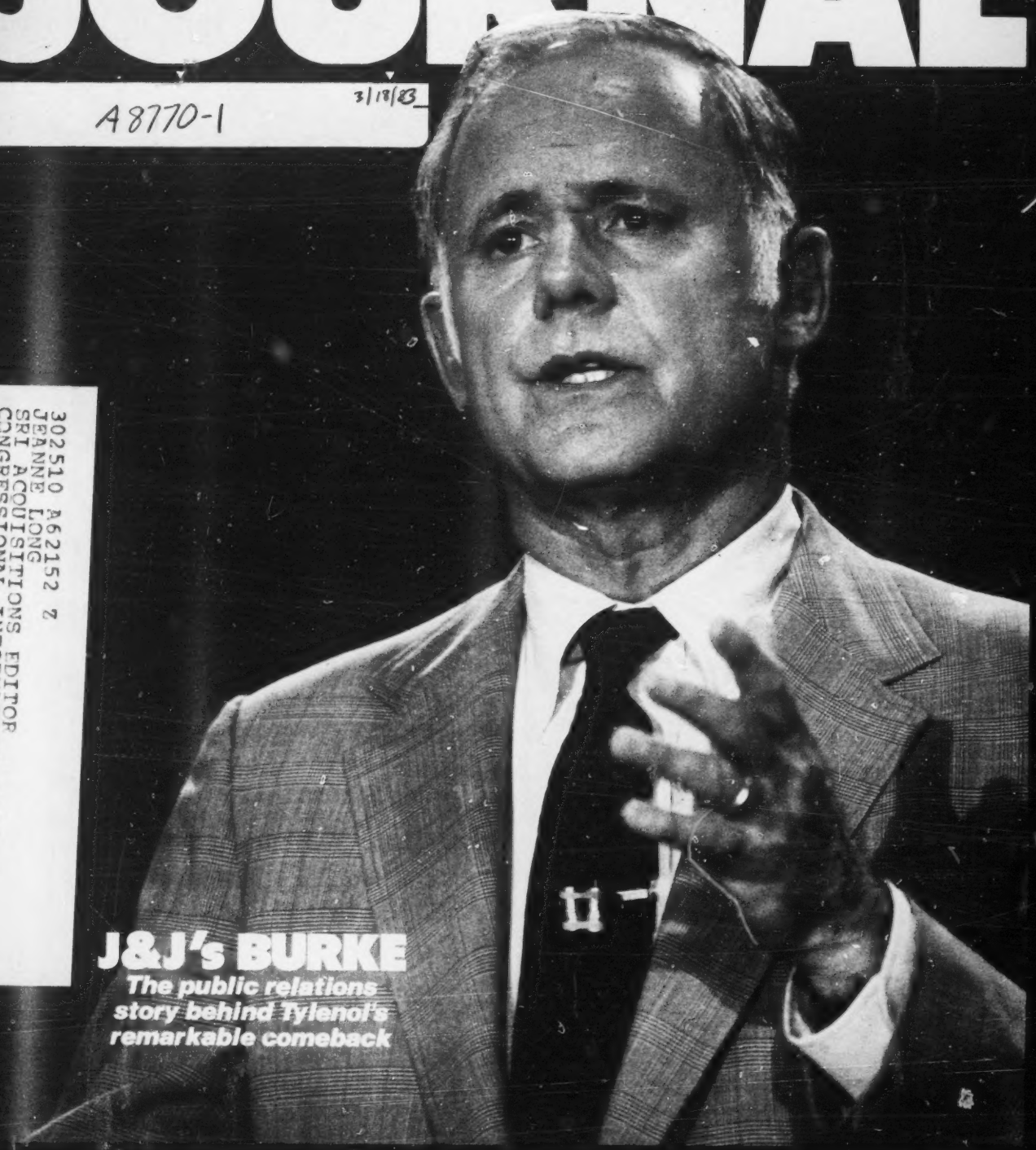
JEANNE LONG
SRI ACQUISITIONS EDITOR
CONGRESSIONAL INFORMATION SERVICE
7101 WISCONSIN AVENUE
WASHINGTON



J&J's BURKE

The public relations story behind Tylenol's remarkable comeback

Public Affairs: Growth Area for the '80s

March 1983 Vol. 39 No. 3

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Alan J. Farb

SUBSCRIPTIONS
Lisa Brown
212-826-1750

ADVERTISING SALES
Harry R. Jeter, Director
845 Third Avenue
New York, NY 10022
212-826-1766

Annette Moore, Classified
212-826-1750

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WHY INTERNAL COMMUNICATION IS FAILING

Employees at all levels want more dialogue with their supervisors and with organization executives

Photo courtesy Harrison Conference Center, Southbury, Connecticut

Brian S. Morgan *and* **William A. Schiemann**

MOST employees, even at the managerial level, feel that internal communication in today's organizations is deteriorating. Employees believe that they are not kept well informed, that management is not willing to listen to them, and that they have to rely on the grapevine for information.

Employees expect accurate, timely communication, and they want to get their information directly from their supervisors and from top management. Moreover, the quality of communication upward and downward can have a significant impact on productivity.

These employee attitudes toward the communication climate are revealed in an ongoing study by Opinion Research Corporation (ORC), which for more than a decade has asked a series of questions regarding communication in surveys conducted for its clients. Employees are asked to rate the extent to which they feel well informed, the credibility of communications they receive, and the receptiveness of their management to upward communication. They also are asked to indicate where they now get useful information about their companies and where they would prefer to get this information. Their answers, examined by ORC and indicated in the accompanying graphs and tables, reveal a great deal about the problems with organizational communication.

Downward communication

No more than four in 10 employees at any organizational level, including managers, feel their companies do a good job of letting them know what is going on in the company. The percentage of favorable ratings for managers has hovered around 40 for more than a decade. This group, consisting primarily of middle managers, usually is responsible for transmitting infor-

About the study: Findings in this report are drawn from Opinion Research Corporation's national normative data base on employee attitudes. The data base consists of the opinions of 250,000 employees in approximately 200 of the organizations for which Opinion Research Corporation has conducted employee surveys since the 1950s. Companies in the data base represent a broad spectrum drawn from many American industries and from all geographic regions of the country. Data selected for presentation focus on 1970-1974, with information on 19,000 employees; 1975-1979, with 42,000 employees; and 1980 to the present, with 30,000 employees. Data are reported for four groups of employees: managers, professionals, clerical and hourly workers.

mation down the line to other employees. If these managers are not kept well informed, they cannot do a good job of informing those who report to them [*see Table 1*].

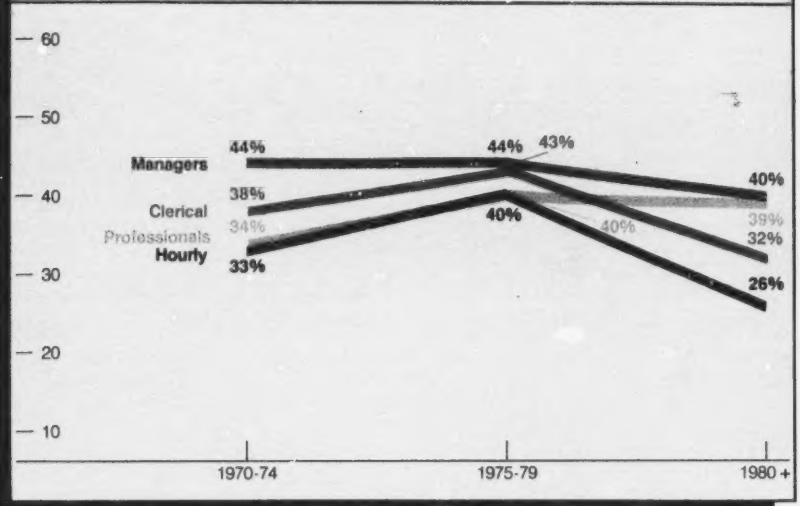
In other employee groups, the late 1970s brought improvements in ratings of downward communication. For a time, companies apparently were directing their resources toward keeping their employees informed, which not only made employees feel better informed, it made them more sophisticated consumers of information. Thus, favorable ratings have declined in the strained economic climate of the early '80s as companies have devoted less attention to employee communication. Among clerical and hourly employees, favorable ratings have dropped below the point where they stood a decade ago.

But while employees do not feel that management tells them very much, a majority at all levels believe what they hear about their organizations. More than 80 percent of managers, 78 percent of professionals, 71 percent of clerical and 55 percent of hourly workers favorably rate the credibility of internal communications.

However, while credibility remains a strength, it is slowly eroding. The ratings given by all employee groups have slipped over the last decade, and our interviews with employees confirm that these ratings will continue to drop if management does not take steps to give thorough, balanced information to employees.

Regarding *upward* communication, less than half of the employees in each group favorably rate their companies' willingness to listen to their problems [*see Table 2*]. For the first time in the last decade, favorable ratings by managers have dropped below the 50 percent mark. This finding, coupled with the low ratings on downward communication, indicates that middle managers feel increasingly cut off from top management. Over time, managers' ratings on this item have

Table 1: Percentage of employees who say their company does a good or very good job of letting them know what's going on in their company



come to resemble the ratings given by professional and clerical employees, underscoring middle managers' decreasing access to top management.

These findings, along with data ORC has presented in its report "Managing Human Resources: 1983 and Beyond," suggest that top management is becoming increasingly remote from employees at a time when it very much needs them.

Sources of information

We also asked employees to indicate where they *now get* most of their useful information about their companies, and where they *would prefer* to get their information.

For the period 1980 to the present, employees in all groups say that they now get most of their useful information from the grapevine. Managers, and to a lesser extent professionals, say that their immediate supervisors are frequent sources of information. Clerical and hourly employees say that, after the grapevine, they get more information from company publications and bulleti[illegible]s.

In contrast with where they get their information, employees say they *prefer* to get their information from their supervisors and from group meetings with management, and all groups say they are getting less information from these sources than they prefer. The impersonal, written sources are preferred less, and the grapevine, most frequently used by all groups, is *not* preferred by any group.

Among managers, the current findings represent a shift from earlier ratings. For the first time, the grapevine is rated as their number-one current source of information, while their reliance on both supervisors and meetings with management has decreased, again indicating the increasing separation between top management and middle management [*see Table 3*].

ORC's data indicate that top management is, in effect, cutting itself off from its employees. Both the upward and downward flows of information have suffered. It is imperative for top management to reestablish its ties

with employees to meet employee needs and bring all of the organization's resources to bear on productivity concerns.

Improvements are needed most in face-to-face communication: Employees want the opportunity to interact with their supervisors and managers.

Written communications do serve an important function in a company's communication program. They can provide consistent information on many topics to a large number of employees at one time. However, a good newspaper, videotape communication program, or elaborate bulletin board display cannot satisfy all of the information needs of today's employees.

Several strategies are available to management to improve face-to-face communication:

- Regular meetings between management and employees should be held throughout the organization, and managers should be trained to conduct these meetings effectively.
- Top management should not limit its contact with employees to formal meetings, and should maintain regular day-to-day contact with employees.
- Managers should be made accountable for communicating effectively, which can be accomplished in a number of ways—*e.g.*, building communication goals into the performance-evaluation process.
- Top management should ensure that middle managers have the information they need to communicate with their employees.

Organizations that want to survive and flourish in the '80s cannot afford to leave the effective flow of information to chance. ■

Dr. Morgan is research executive and Dr. Schiemann is vice president and director, Organizational Research Group, a division of Opinion Research Corporation (ORC), Princeton, New Jersey. ORC is a subsidiary of Arthur D. Little, Inc.

PREFERRED SOURCES OF INFORMATION

	Immediate Supervisors	Meetings with Management	Company Publications	Bulletin Boards	Grapevine
Managers	84	74	37	17	5
Professionals	78	65	41	27	9
Clerical	73	56	40	32	5
Hourly	59	61	38	40	10

Table 2: Percentage of employees who say their company does a good or very good job of being willing to listen to problems and complaints

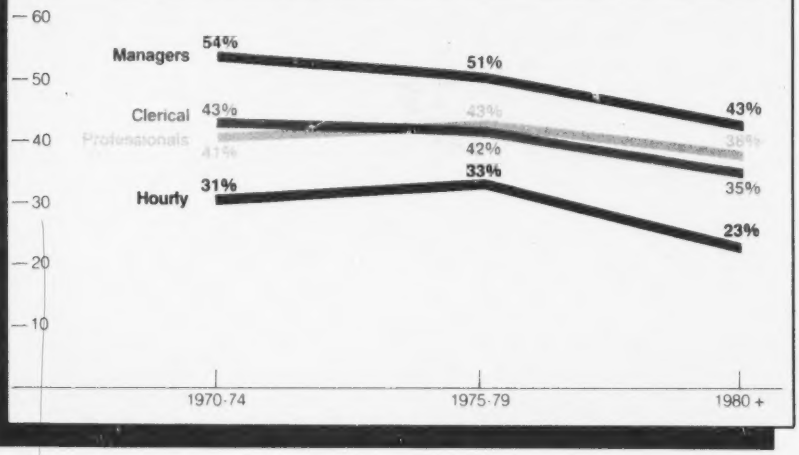
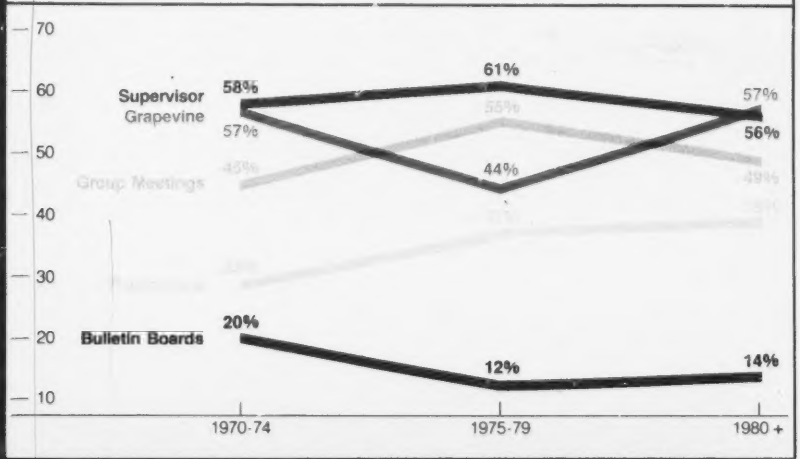
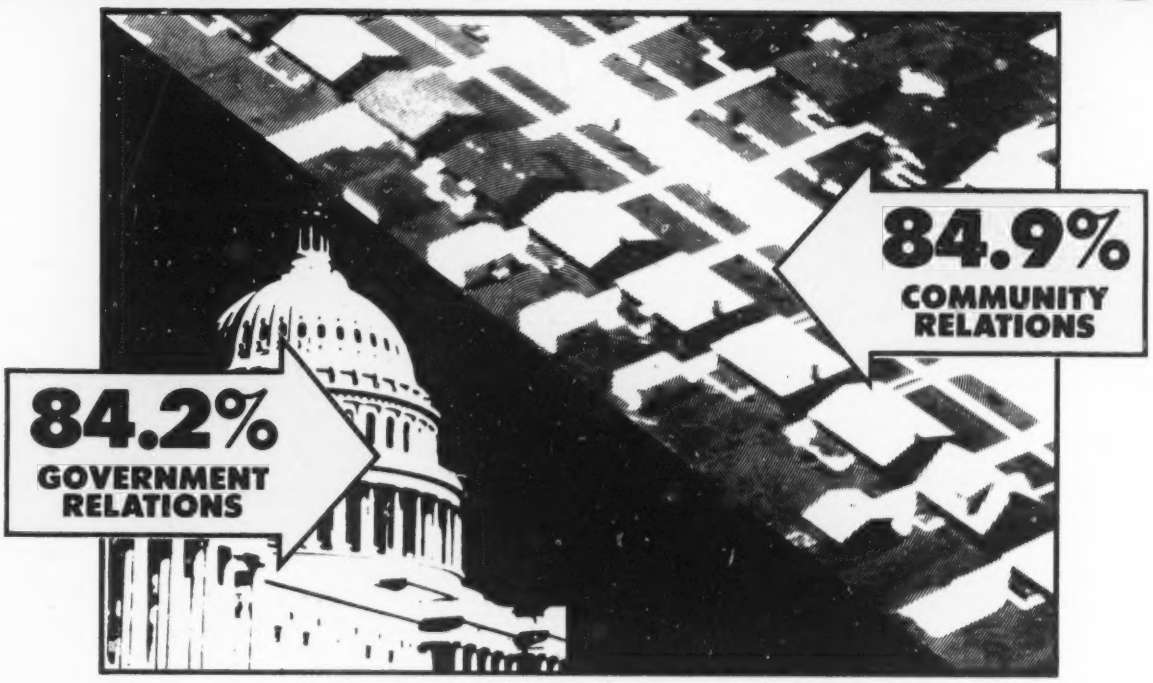


Table 3: Managers' current sources of information



PUBLIC AFFAIRS



Most practitioners see public affairs as either government or community relations, but the consensus is it's a growth area

Michael Cooper

PUBLIC relations people looking for a growth area in which to invest their skills will find a lot of opportunity in public affairs. This field continues to grow in importance, according to observers and practitioners, although it was temporarily slowed by the election of Ronald Reagan and currently suffers under a depressed economy.

Public affairs, like public relations, is a broad term covering a variety of responsibilities, which sometimes makes it hard to define. To determine popular understanding of the term, Boston University's Public Affairs Research Group in 1980 surveyed top executives at 410 firms. According to the study, 84.9 percent of respondents considered public affairs to be community relations, and 84.2 percent considered it government relations.

Formal public affairs programs grew so rapidly in the 1970s that at the end of that decade a *Wall Street Journal* article observed: "Accountability to consumers, government groups, and other outside interests is growing at companies large and small and in industries. ... Public affairs executives and their staffs have been proliferating and expanding to handle external matters."

A number of other publications have stressed the growing importance of public affairs in dealing with external issues. A 1979 Conference Board report, *This Business of Issues: Coping with the Company's Environments*, explains: "Issues that impinge upon business and other institutions are multiplying in number and mounting in force. There is no indication that these trends will be reversed." The report goes on to say, "Not a few companies have met with reverses through failure to detect issues, trends or events, or by ignoring them." As if more argument is needed, the report appeals to the bottom line: "There are big bucks—megabucks—in issues."

Anyone hoping President Reagan's Administration will head off government regulators at the pass had better check with the experts. An article in the 1982 *Public Affairs Review* by Horace W. Busby, "Business and Politics of the 1980s," stated: "Despite the conservative turn in the 1980 election, there is little likelihood that this decade will be an easier time for business. On the contrary, the 1980s stand to be both the most demanding and most decisive decade in the history of the modern business relationship with national politics and government."

PA experts comment

These views are confirmed by executives of the country's biggest corporations. Bethlehem Steel's Vice President for Public Affairs Eugene R. Kline says the economy has forced staff cuts, but this does not diminish the importance of being careful and watchful of Federal Government. Mr. Reagan's policies have made rules

and legislation at state and local levels important to corporations too, he asserts. At the community level, according to Mr. Kline, companies are looking for ways to supplement diminishing social services.

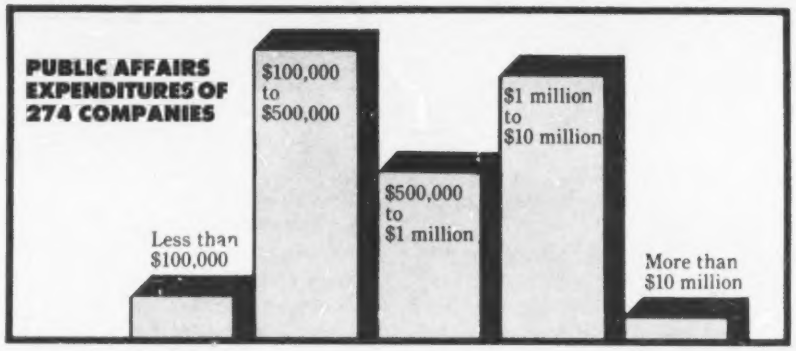
Corporate interest in public affairs has tapered off but will soon be on the rise again, according to A. Sherburn Hart, vice president for public affairs at Union Carbide. Two factors will participate in the revival, he says—the possibility of a new President in 1985, and the fact that states will be looking for new revenue sources, *e.g.*, new taxes on business.

A man with an overview of the public affairs field is E. Patrick McGuire, The Conference Board's executive director of corporate relations research. Like Mr. Hart, he feels 1984 will see many corporations increasing public affairs activities because the election will be "widely regarded as a referendum on Reagan."

A recent Conference Board survey profiled the concerns of 220 high-level corporate executives involved in public affairs. The majority of respondents said they will be devoting more time to several broad areas: public policy on social, economic, and political issues at the Federal and state levels, 93 percent; social, economic and cultural institutions, and service to the community, 85 percent; regulatory policies and practices at Federal and state agencies, 82 percent; developing understanding and respect for their companies, 81 percent; and developing understanding and respect for business in general, 73 percent.

This interest in polishing the public image of business is timely, according to Kevin Phillips, a political analyst and editor of the biweekly newsletter, *Business & Public Affairs*. He sees public attitudes becoming more anti-business because of the influence of business-financed political action committees and the current wave of mergers and acquisitions. This public feeling, Mr. Phillips believes, could lead to a proliferation of regulations in the mid-1980s.

State relations is a big part of the growing public affairs field. The need to work closer with state legislatures and agencies was stressed in a *Nation's Business* article by Vernon Louviere [*"Bush's Big Task," September 1981*] that warned of a possible "nightmare" facing the business community because of the proliferation of state regulations.


PUBLIC AFFAIRS EXPENDITURES OF 274 COMPANIES
Less than $100,000
$100,000 to $500,000
$500,000 to $1 million
$1 million to $10 million
More than $10 million

Modest budget item

Despite the growing importance of public affairs, it is not a big-budget item for most companies. Another Public Affairs Research Group survey, conducted in 1979, revealed the public affairs expenditures of 274 companies: 5.8 percent spent less than $100,000; 38.3 percent spent $100,000 to $500,000; 20.8 percent, $500,000 to $1 million; 32.9 percent, $1 million to $10 million; and 2.2 percent, more than $10 million.

According to another source, Mobil is the biggest spender, with $21 million in 1981. And W. Howard Chase, APR, president of Howard Chase Enterprises Inc. and editor of the biweekly newsletter *Corporate Issues*, estimates that the top 1,000 companies collectively spend $3 billion a year on public relations and public affairs.

As Mr. Chase's estimate implies, public affairs and public relations are closely related. But the relationship is not clearly defined, nor is it harmonious.

Writing in the *Public Relations Quarterly* [*fall 1981*], Richard A. Armstrong, president of the Washington-based Public Affairs Council, delineated the two jobs. While public relations people have government as one of their many publics, he wrote, most practitioners have little knowledge of or interest in that sector. Public affairs people, he said, may know little of public relations, but they are experts in government relations. Both areas, Mr. Armstrong maintained, are concerned with corporate philanthropy, community relations and communications, and the trend is to centralize all of a company's external relations under one high-level person.

A Public Affairs Council booklet states that a good public relations executive should be a good public affairs person and vice versa. But the publication points out that the quick growth of separate public affairs departments in companies "suggests many public relations executives failed to meet top management expectations" and that conventional public relations has been taken over by public affairs departments in many companies. There is a place for public relations, the booklet states, because "the growing significance of both internal and external communications to the success of a company's public affairs strategy epitomizes the affinity of the two functions."

That affinity is recognized by other authoritative sources. The Conference Board's report, *Redefining Corporate-Federal Relations* [*1979*], points out that many public affairs programs rely on public relations people for media relations, government monitoring, and lobbying. And Tom M. Hopkinson's chapter on public affairs in Philip Lesly's "Public Relations Handbook" explains that "Public affairs functions are integral to the complex web of public relations."

Disagreement and infighting are to be expected as partisans of the two closely related fields jockey for stature and dominance. As far as terms go, given the general wariness of "public relations," the newer, less controversial "public affairs" might win out. But considering the opportunities, the argument seems insignificant.

The practice of public affairs requires all of the skills of the public relations discipline. The growing field of public affairs gives public relations practitioners a chance to increase the importance of their role, and it offers a chance to become closer to, if not part of, top management. ■

Mr. Cooper is a New York City-based free-lance writer specializing in public relations, advertising and business.

Kathy M. Hyett

HOW THE MEDIA CO

THE media still do not perceive public relations as an issues-oriented profession, and their coverage tends to focus on the people and activities of the profession rather than its impact in the public arena [*see table, "Analysis Of 1982 Articles" and graph, "Coverage By Categories"*].

While media interest in the profession has increased significantly, with coverage doubling in the past year, there is little evidence that practitioners have made headway in educating the media to the broad and complex role public relations plays in today's society.

Other likely reasons for the sparse reporting on public relations' involvement with social, political and economic issues: Public relations people, of necessity, take a behind-the-scenes approach that does little for their own visibility; and practitioners are still talking primarily to themselves about their broader responsibilities instead of addressing such external audiences as the media.

These findings are among the results of a recent media analysis by the Public Relations Society of America that examined 877 news clips received from February 1981 through July 1982. Total circulation represented by the clips was 66.9 million, and exposure was estimated at 167.5 million readers.

Clips (424 received in 1981, 453 in first half of 1982) were divided into four categories with subcategories:

1. public relations activities (PRSA activities, people, agency activities, non-PRSA activities);

2. public relations profession (growth, definition, image);

3. tools of the profession (communication technology, media relations);

4. social impact (corporate responsibility, issues management, education, women and minorities in public relations, economic impact on public relations).

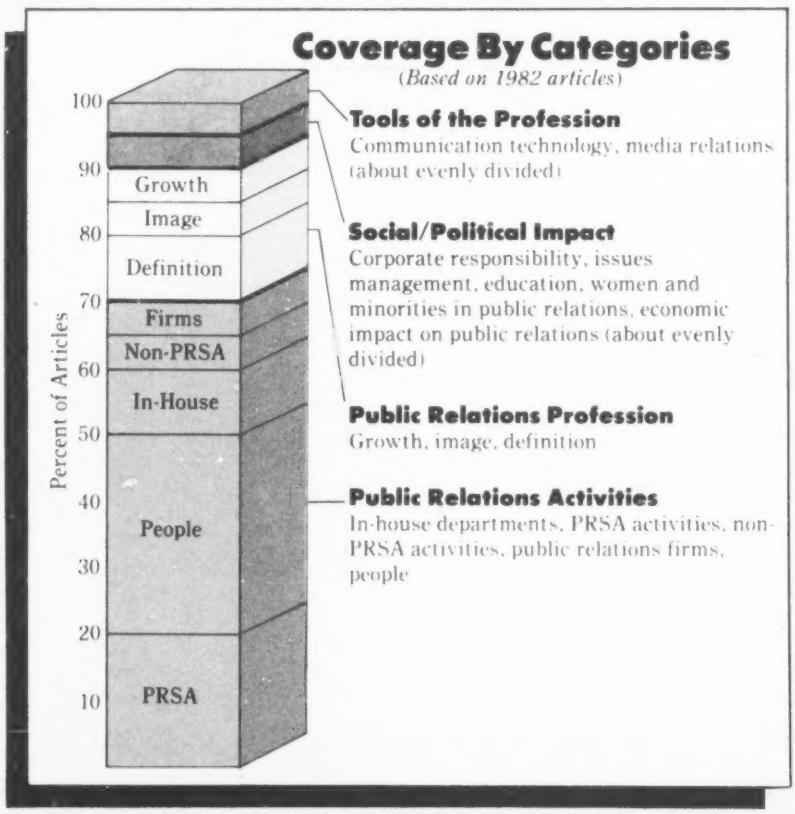
Only 5 percent of the clips focused on social-impact issues, while 70 percent reported news of public relations people and their activities. Twenty percent included news about the profession and the remaining 5 percent dealt with the tools of the profession.

Coverage explained

Coverage of the profession in general (total clips studied) was greatest in the West (39 percent), but the biggest number of clips on the social impact of public relations (37 percent of clips in this category) came from the Northeast [*see table, "Geographic Coverage By Subject Category"*]. Reporting from the West was dominated heavily by reports of public relations people and their activities, which could cast some doubt on the long-held theory that East Coast gatekeepers control national media coverage. On the other hand, the heavy concentration of public relations firms and corporate public relations departments in the East could influence this finding.

The study also revealed that over 50 percent of total clips studied were published in the general media, compared with non-public relations trade media (40 percent) and public relations trade media (10 percent).

The tone of media coverage appears to be improving, according to the study. Only 1 percent of all coverage was negative, while 85 percent appeared neutral. The remaining 14 percent was positive. One interpretation of these data is that editors and reporters are still trying to form solid opinions on a profession that has exploded rapidly in the last few years. ■



Ms. Hyett, APR, is director of PRSA's Public Relations Department, which conducted the media analysis. The results were compiled by Jani Aronow, assistant public relations director, and Lisa Ehrichs, summer intern from Rochester Institute of Technology. Copies are available from PRSA, 845 Third Ave., New York, NY 10022.

VER PUBLIC RELATIONS

Analysis Of 1982 Articles

(Ranked by three measures)

Article Topic(1)	Number Of Articles
People	119
PRSA Activities	102
PR Firm Activities	53
Definition	39
Image	35
PR Activities (non-PRSA)	28
In-House PR Departments	16
Media Relations	15
Growth	13
Economic Impact	10
Communication Technology	9
Corporate Responsibility	5
Issues Management	4
Women and Minorities in Public Relations	3
Education	2

Article Topic	Column Inches
PR Firm Activities	980
Definition	795
Image	769
People	756
PRSA Activities	725
PR Activities (non-PRSA)	550
Media Relations	381
Growth	338
In-House PR Departments	327
Communication Technology	238
Economic Impact	187
Corporate Responsibility	148
Issues Management	126
Women and Minorities in Public Relations	46
Education	15

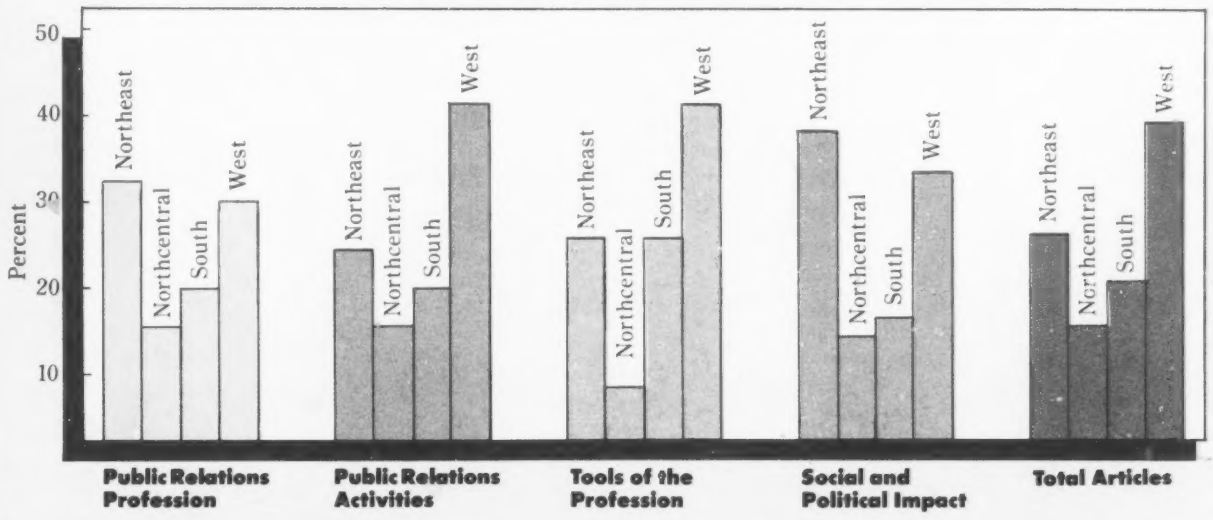
Article Topic	Percent of Circulation
People	24
PR Firm Activities	18
PRSA Activities	15
Image	13
Media Relations	6
In-House PR Departments	5
Growth	3
Definition	3
Communication Technology	3
Economic Impact	3
PR Activities (non-PRSA)	3
Women and Minorities in Public Relations	2
Issues Management	(2)
Corporate Responsibility	(2)
Education	(2)

(1) *Based on 453 articles*

(2) *Less than 1 percent*

Geographic Coverage By Subject Category

(Based on 1982 articles)



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CONGRESSIONAL INFORMATION SERVICE
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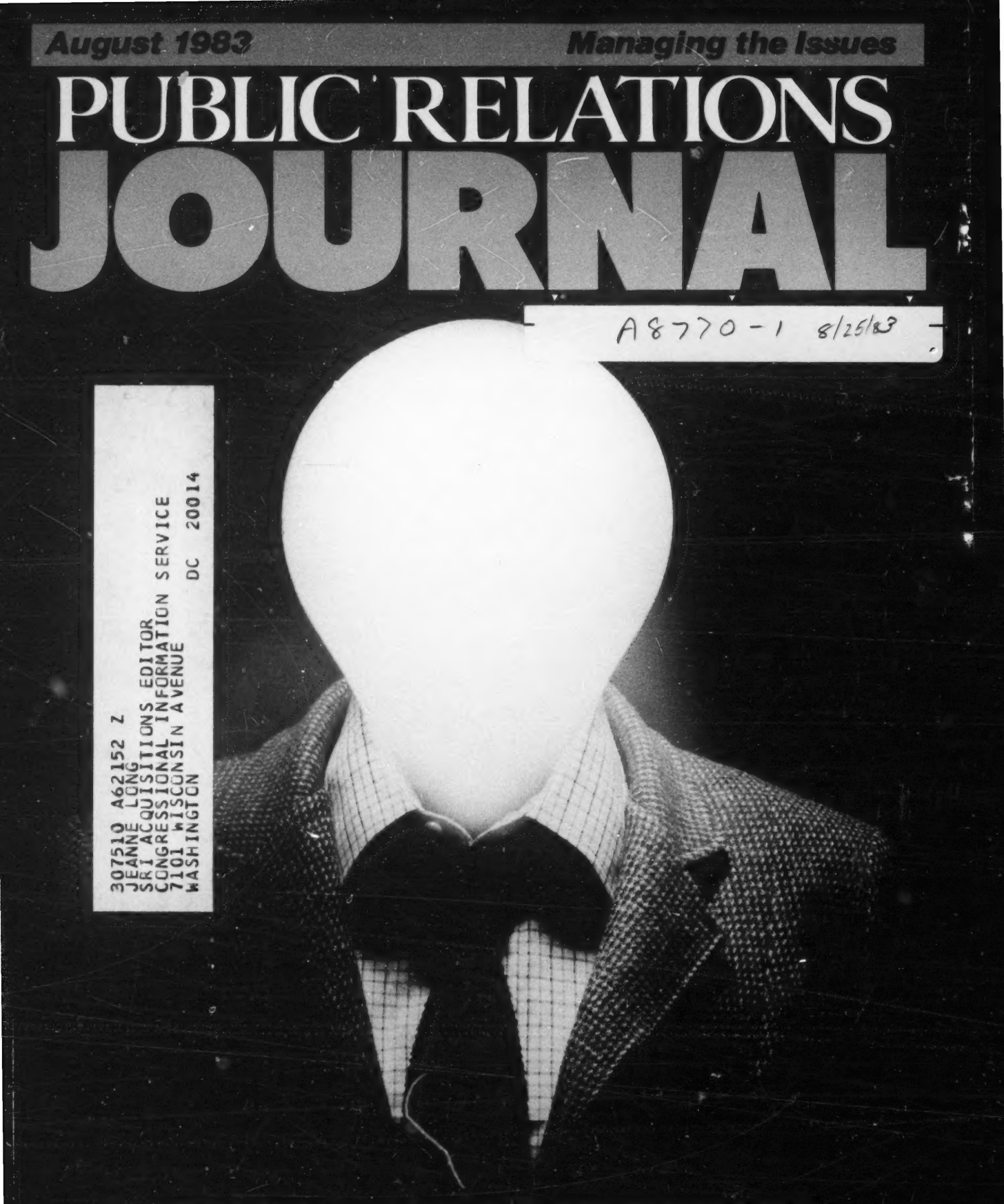

REWIRING CORPORATE THINKING

Most companies need a new culture, one that promotes entrepreneurialism

August 1983 Vol. 39 No. 8

PUBLIC RELATIONS JOURNAL

The Public Relations Society of America (PRSA) is an individual-membership professional society of 11,000 public relations practitioners. Its major services to members include programs of Professional Development and Accreditation, an Information Center, publications, tracking of issues of national concern, and promotion of ethical practice through adherence to PRSA's "Code of Professional Standards." PRSA's mission is, "To establish professional and ethical standards in the practice of public relations by uniting, educating and representing those engaged in its pursuit and by gaining public understanding of and acceptance for the profession."

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SUBSCRIPTIONS
Jane Mollyneaux
212-826-1750

ADVERTISING SALES
Harry R. Jeter, Director
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212-826-1766

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RJR/Media Sales, Inc.
23 Edith Lane
Wilton, CT 06897
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Annette Moore, Classified
212-826-1750

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Cover photo: *Photograph©Carl Flatow, 1980*

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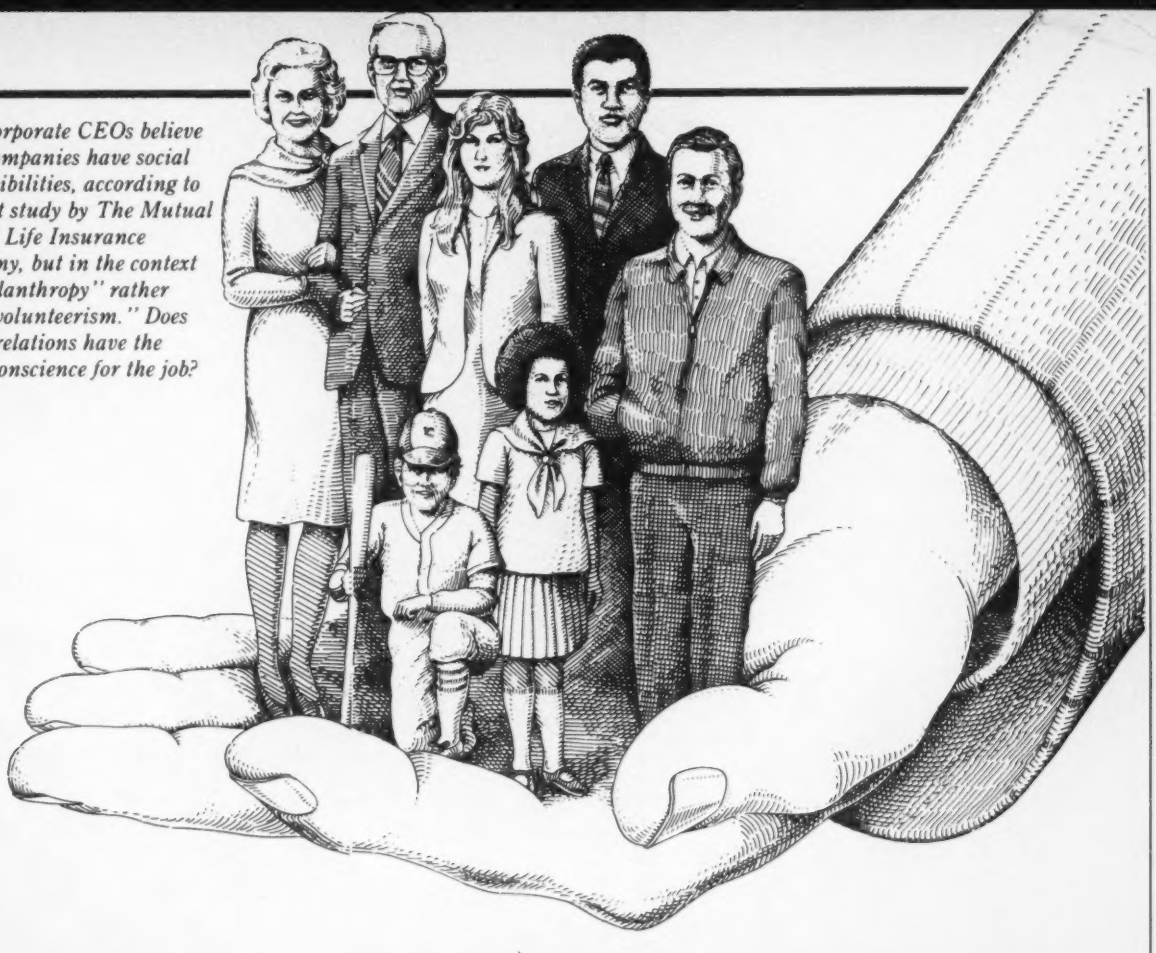
Most corporate CEOs believe their companies have social responsibilities, according to a recent study by The Mutual Benefit Life Insurance Company, but in the context of "philanthropy" rather than "volunteerism." Does public relations have the social conscience for the job?



From Mutual Benefit Life's "Give America a Hand" campaign

MEN, WOMEN AND SOCIAL RESPONSIBILITY

Is there an attitudinal gap between male and female practitioners?

Donald K. Wright

FOR some time public relations has been praised as a profession offering substantial opportunities to American women. Females have played an important role in recent development of public relations and few occupations today can claim as high a percentage of women at the management level as public relations does. Consequently it is ironic that more research hasn't been conducted to measure differences between men and women who practice in our field.

Dr. Wright, APR, is chairman, Department of Communication Arts, University of South Alabama, Mobile.

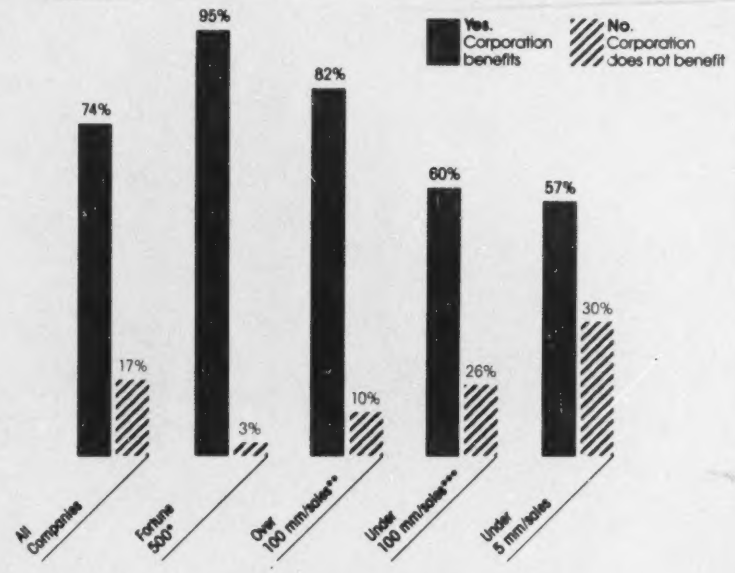
Of course, studies have shown that often there are considerable salary differences between men and women practitioners holding similar positions, but little research has been done on attitudinal differences. This article is based on a survey I conducted recently of Atlanta practitioners, which sought to explore male/female attitudinal differences concerning social responsibility values.

I received 105 returns on a questionnaire containing a social responsibility measuring scale. Respondents range in age from 20 to 66, with 35.5 the average age. Ninety-one percent have university degrees and 18 percent hold graduate degrees. Seventy-two percent have university degrees in journalism or communication; only 8 percent have no formal education in some aspect of communication. An indication of the number of women working in public relations might come from the ratio of respondents: slightly more than 60 percent are women while just under 40 percent are men.

A wide range of job levels and job types are included in the sample. Of the 65 percent who hold management-level positions, 54 percent are managers or directors and 11 percent are presidents or vice presidents, mostly with counseling firms. Editors and

Do Corporations Benefit From Involvement In Volunteerism?

Attitudes toward the ways in which the corporation benefits from employee involvement in volunteerism as exhibited in The Mutual Benefit Life Report: Corporate Commitment to Volunteerism



How Corporations Benefit

	All Companies	Fortune 500*	Over $100 mm/ sales**	Under $100/mm sales***	Under $5 mm/ sales
Improved company image	45%	44%	48%	29%	53%
Healthier community = Better business environment	6%	9%	7%	6%	2%
Improved employee morale	41%	30%	41%	56%	33%
Direct business benefits	8%	—	7%	10%	15%
Improved employee skills	6%	16%	5%	5%	—

*Sales over $1 billion
**From $100/mm–$1 billion
***From $100/mm–$5 mm

As more and more companies acknowledge the benefits of volunteerism, the search will intensify for public relations practitioners who perform their duties with the best interest of society in mind, and who have the ability to define and emphasize management's social responsibility.

writers account for 16 percent; 19 percent are account executives or communication officers.

Most (61 percent) of respondents are employed by private-sector corporations, including 12 percent with utilities and 7 percent in financial public relations. Ten percent are with hospitals and an equal number work in public relations firms. Nine percent are employed by associations. 7 percent work in some area of education, and 3 percent are government employees.

Salaries range from just over $10,000 to well above $50,000, broken out this way: 32 percent, $10,000 to $20,000; 33 percent, $20,001 to $30,000; 16 percent, $30,001 to $40,000; 12 percent, $40,001 to $50,000; and 7 percent, more than $50,000.

Respondents also represent a wide range of professional experience: 33 percent have been working in public relations five years or less; 25 percent, between six and 10 years; 20 percent, 11 to 15 years; 9 percent, 16 to 20 years; 3 percent, 21 to 25 years; and 10 percent, more than 25 years.

Practitioner's role

The difficulty of measuring social responsibility quantitatively has presented procedural problems to social scientists for many years. Yet there is value in scholarly literature documenting and discussing problems encountered measuring such psychological variables as dominance, responsibility, self-confidence and political participation, especially for those seeking public relations people who perform their duties with the best interests of society in mind. And socially responsible behavior has become increasingly important to practitioners as their role has evolved to one that defines and emphasizes management's responsibility to serve the public interest.

With the increased significance of

Men and Women Practitioners Think Alike on Social Responsibility

	Mean Scores		
	Men (N=42)	Women (N=63)	Total (N=105)
Responsible direction statements			
Every person should give some time for the good of his or her town or country.	4.31	4.17	4.23
It is the duty of each person to do his or her job the very best he or she can.	4.57	4.71	4.66
I usually volunteer for special projects.	3.66	3.89	3.80
I feel very bad when I have failed to finish a job I promised I would do.	4.57	4.65	4.62
Opposite direction statements			
It is no use worrying about current events or public affairs; I can't do anything about them, anyway.	1.52	1.59	1.56
Our country would be a lot better off if we didn't have so many elections and people didn't have to vote so often.	1.48	1.43	1.45
Letting your friends down is not so bad because you can't do good all the time for everybody.	1.54	1.62	1.59
People would be a lot better off if they could live far away from other people and never have to do anything for them.	1.27	1.30	1.29

Results ranged from 1 for "strongly disagree" to 5 for "strongly agree." A low score indicates relative disagreement; a high score indicates relative agreement.

public relations' role has come a more developed body of knowledge and other accouterments of professionalism such as professional societies, codes of ethics, systems for accreditation, the Foundation for Public Relations Research and Education, specified curricula for university study, a system of accreditation for universities teaching public relations, and efforts to standardize public relations on a global basis.

Minimal differences

The measuring instrument used in this study was developed by Leonard Berkowitz and Kenneth Lutterman and has been used by psychologists and sociologists for 20 years. Messrs. Berkowitz and Lutterman contend that readiness to act in a socially responsible manner is related to certain attitudes. Their scale attempts to assess the individual's orientation toward helping others even when nothing is to be gained.

According to the survey results, differences were minimal between men's and women's responses to the eight items on the scale [*see table, "Men and Women Practitioners Think Alike on Social Responsibility"*]. The study does, however, reveal some distinctions between men and women, based on those surveyed. For example, one might contend that men are more willing to contribute time to the community, while women agree that all people should do their jobs the best they can, volunteer for special projects and feel bad when failing to finish the promised work. More men than women thought they could have an effect on current events, while females ranked the importance of voting higher than males.

However, there is much more to the results of this study than the news that men and women who practice public relations in this country are more similar than they are different. With the exception of the item on willingness to volunteer for special projects, the respondents scored very high in social responsibility. If we accept and trust the research that went into construction of the study's measuring instrument, we can be optimistic about the state of traditional social responsibility values of public relations people.

Although still in preliminary stages, additional research measuring social responsibility attitudes of students tells us the future looks good for public relations. In tests using this same measuring scale, public relations students in a large southeastern university showed the same high level of concern for social responsibility exhibited by the practitioners. Furthermore, public relations students' scores on these scales are considerably "better" than scores of students majoring in other disciplines.

Findings of the survey of practitioners indicate there are minimal differences in social responsibility values between men and women and a well-developed social conscience. Since social science research has produced positive correlations between attitudes and behavior, there could be exciting implications for public relations in this study and others that will be conducted in the future. ■